

LAI Plenary Conference

Lean Aerospace Initiative



LESAT Implementation Breakout Session

March 27, 2002

Session Leaders:
Joe Mize and Cory Hallam
Massachusetts Institute of Technology

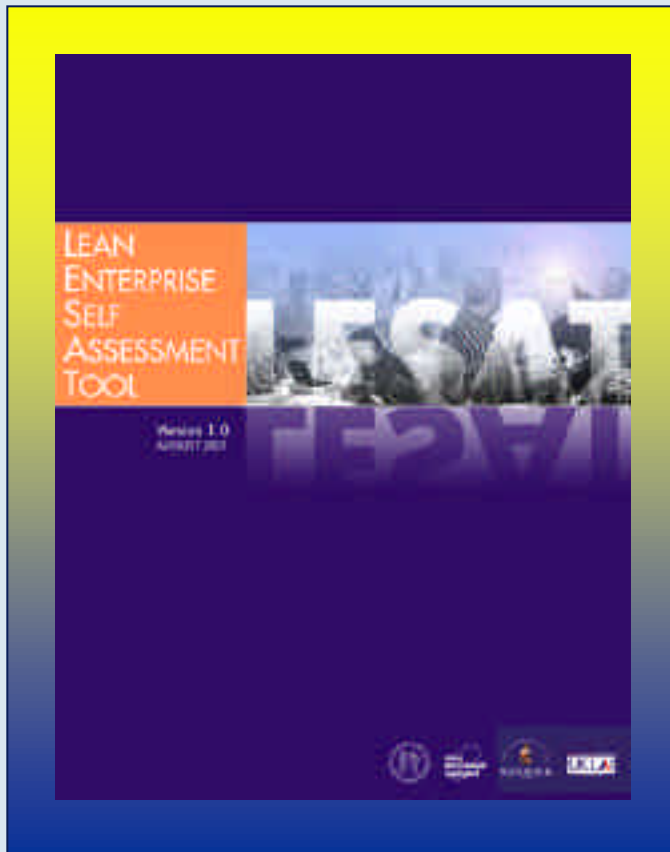
Research Sponsored By LAI

PURPOSES

- **Share experiences of LAI members in implementing LESAT**
- **Gain insights into aggregate analyses of LESAT usage to date**
- **Facilitate interaction among LESAT users**

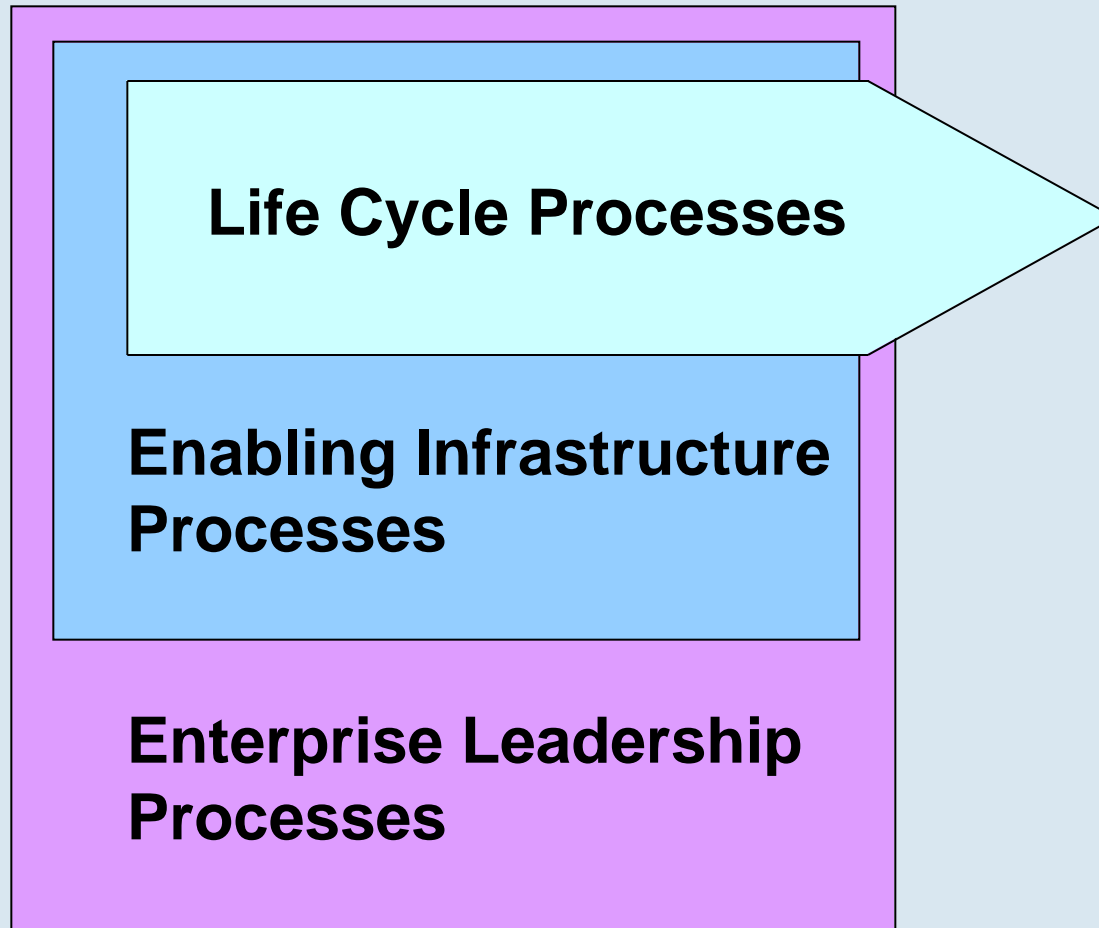
- 9:30 Welcome and Introductions (Joe Mize)
- 9:45 LESAT Implementation at Northrop Grumman
(Chris Cool)
- 10:15 LESAT Implementation at Rockwell Collins
(Derrell James)
- 10:45 Break
- 11:00 LESAT Implementation at Textron Systems
(Geoffrey Bentley)
- 11:30 Insights from LESAT Beta Testing
(Cory Hallam, MIT)

What Is LESAT?



- A tool for self-assessing the present state of “leanness” of an enterprise and its readiness to change
- Comprised of:
 - Capability maturity model for enterprise leadership, life cycle and enabling processes
 - Supporting materials: (Facilitator’s Guide, Glossary, etc.)

Process Architecture View of Lean Enterprise



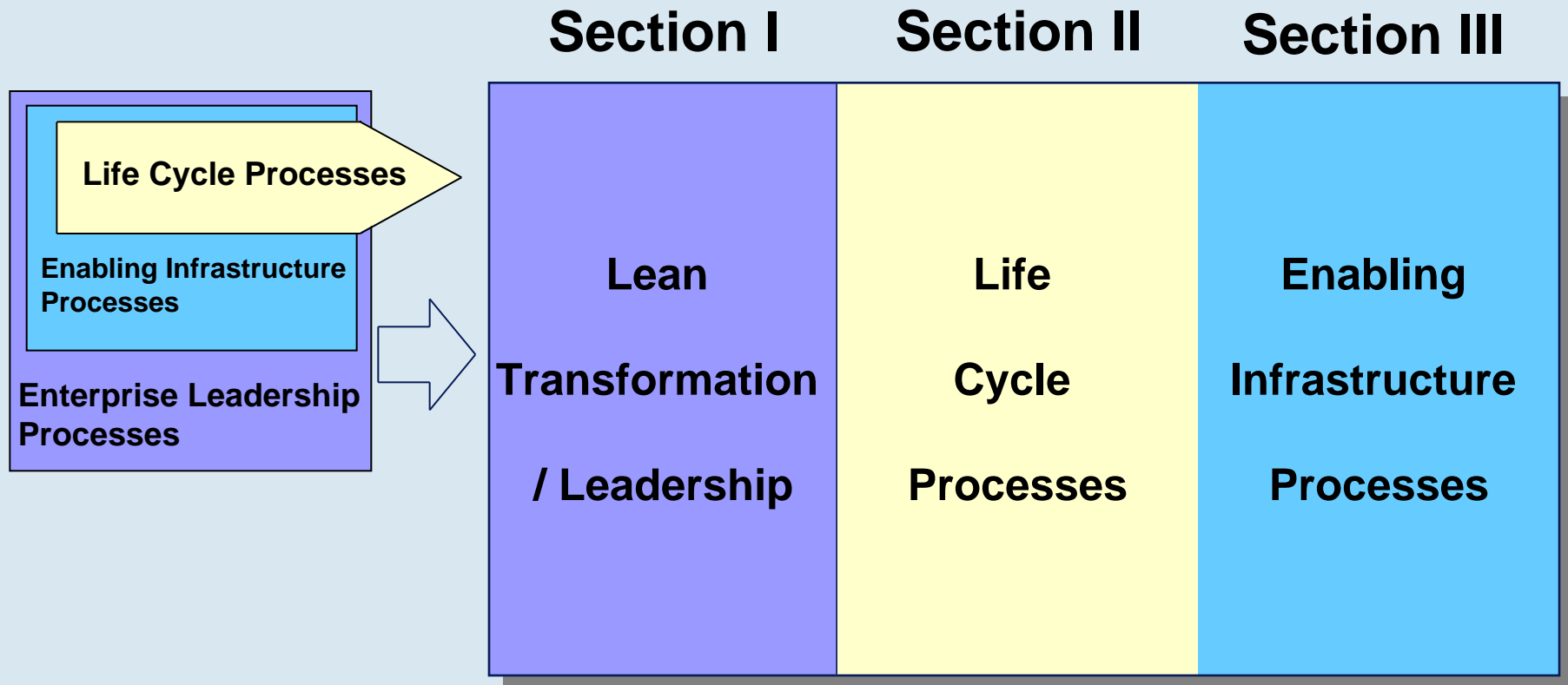
Source: Lean Aerospace Initiative, MIT © 2001

Life Cycle Processes

- Business Acquisition and Program Management
- Requirements Definition
- Product/Process Development
- Supply Chain Management
- Production
- Distribution and Support



LESAT Structure is Consistent with Enterprise Architecture



Capability Maturity Levels

Level 1

Some awareness of this practice; sporadic improvement activities may be underway in a few areas.

Level 2

General awareness; informal approach deployed in a few areas with varying degrees of effectiveness and sustainment.

Level 3

A systematic approach/methodology deployed in varying stages across most areas; facilitated with metrics; good sustainment.

Level 4

On-going refinement and continuous improvement across the enterprise; improvement gains are sustained.

Level 5

Exceptional, well-defined, innovative approach is fully deployed across the extended enterprise (across internal and external value streams); recognized as best practice.

LESAT Maturity Matrix Template

Section, Group # and Group Name: Brief description of this Group number. In Section I, the Group is one of the Primary Activities from the Transition-to-Lean (TTL) Roadmap

Diagnostic Questions

1.0 Generic questions regarding the performance of the enterprise relative to this Group of practices

LP#	Lean Practices	Capability Levels				
		Level 1	Level 2	Level 3	Level 4	Level 5
	A specific lean practice associated with this Group Sound bit phrase	Statement describing little awareness of this lean practice				Statement describing world-class behavior for this lean practice
	Lean Indicators	Outcomes and lean behaviors that an enterprise will exhibit as it proceeds on its Lean transformation				
	Evidence	Supporting data utilized in assessing the current capability level of the Enterprise on this lean practice				
	Opportunities	Inputs to plans of action to leverage opportunities or to move to the desired level of capability				

Suggested Methodology for Employing LESAT



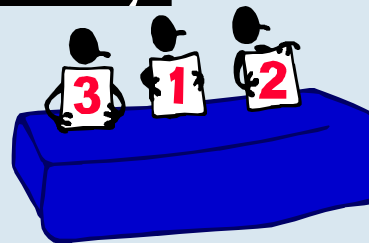
**Step 1: Facilitated meeting to introduce tool.
Enterprise leader champions**



**Step 2: Enterprise leaders and staff conduct
LESAT assessment**



**Step 3: Leadership reconvenes to jointly
determine present maturity level**



**Step 4: Leadership determines
desired level and measures gap**



**Step 5: Develop action
plan and prioritize
resources**

Chris Cool, Northrop Grumman

Derrell James, Rockwell Collins

Geoffrey Bentley, Textron Systems

Cory Hallam, MIT